



ELIMINATION 8

ANGOLA - BOTSWANA - MOZAMBIQUE - NAMIBIA
SOUTH AFRICA - SWAZILAND - ZAMBIA - ZIMBABWE

TERMS OF REFERENCES

Human Resource Structure Review

Background

The Elimination Eight (E8) is a SADC ministerial initiative, designed as a platform for regional collaboration towards malaria elimination within the SADC region. The eight countries which make up the E8 are Angola, Botswana, Mozambique, Namibia, South Africa, Swaziland, Zambia, and Zimbabwe. The E8 initiative was designed in 2015 and began implementation in 2016. The Secretariat for E8 is based in Windhoek, Namibia.

The E8 Secretariat is currently managing funds from the Global Fund, University of California, San Francisco (UCSF), Bill and Melinda Gates Foundation and Isdell Foundation. The Secretariat is contracted as the Principal Recipient and sub-grants to a number of Sub-Recipients in the implementation of the programme entitled "Malaria Elimination in Southern Africa". The current Global Fund grant terminates in March 2019. E8 and the Global Fund are currently concluding grant making for a new, three-year funding deal (2019-2021 period). Both the Global Fund and the E8 Board would like to use this opportunity to review the relevance and viability of the current Secretariat Human Resource Structure.

External Organizational Review Experts

E8 is seeking consultants to conduct an organizational review of the human resource deployment and remuneration in the E8 Secretariat, particularly as it relates to the Global Fund Grant Management. This human resource review may be the first part of a larger organizational capacity review to be conducted in 2019. The consultants will design the process, facilitate an assessment and report the main findings, recommendations and next steps to the E8 Board.

The objectives

The objectives of this consultancy include the following:

1. Assess the current **tasks and performance requirements** for each E8 Secretariat staff associated with managing the Global Fund grant, the contractual requirements including benefits package, the level of effort in achieving the grant targets and dealing with the challenges associated with implementation.
2. Assess the current E8 **structure, job descriptions, loading and competencies** assembled in the Secretariat
3. Identify **overlap or underlap (duplication & redundancies)** in the current human resource composition and the required structure for the new grant
4. **Benchmark** the E8 salaries and remuneration packages with similar organizations in the region¹

¹ The Global Fund Local Funding Agent (LFA), PriceWaterhouseCoopers Zimbabwe, may provide some assistance in salary data from around the region.



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5. Recommend the most **appropriate human resource structure**, detailing key competencies, levels of education completed, reporting lines and remuneration packages to ensure the E8 Secretariat can deliver effectively and at an appropriate cost.

Consulting Team Qualifications, Competencies and Experience:

The following will be the required capacities of the consulting team:

1. Qualifications that support organizational administration, resource management, programme management and public health management.
2. Organizational development and human resource knowledge and skills
3. Good familiarity of regional health programming, the Global Fund grants, human resource policies, systems and processes.
4. Experience with Southern Africa organizations, salary scales and labour practices
5. Excellent facilitation, assessment and report writing skills at a strategic level.

Process, deliverables, timelines, level of effort (LoE):

The level of effort (LoE) will total twenty (20) days of work, based on the following work processes, deliverables and timelines, assuming the involvement of a team of two consultants:

Activity	Details	Date	LOE (Days)
Desk Research	Analysis of documents	14/01/2019	4
Design	Approach & Methodology to conduct the on-site human resource assessment in Windhoek	01/02/2019	1
Conduct on site Assessment	Interview employees, Management & other stakeholders	04/02/2019	10
Report	Draft Assessment Report	15/02/2019	2
Report	Final Report	28/02/2019	1
Presentation 1	Board Presentation on findings	TBA	1
Presentation 2	Key Stakeholder Presentation on findings	TBA	1
Total			20

The draft and final reports should comply with E8 requirements/formats as agreed with the consultants.

The audience for these reports will be the E8 Board, Technical Committee and the Fund Portfolio Manager of the Global Fund.



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Proposal Structure & Submission Guidelines

(i). Proposal Structure

The proposal should not be more than 6 pages long and it should strictly follow the structure below

1. Introduction
2. Understanding of the Terms of Reference (ToR)
3. Assignment approach
4. Previous Experience in carrying out similar engagements
5. & References
6. CV of the Consultant(s) to handle the assignment
7. Fees

(ii). Submission Guidelines

This document is the property of the E8 Board and contains proprietary and confidential information. Recipients may use or reproduce the information detailed within this document and any other supporting information only to provide a response to this RFP (Request for Proposal). The E8 Board accepts no liability whatsoever for any costs or expenses incurred in the preparation of the response to this RFP (including documentation, travel expenses, telecommunication costs, lease or hire of special resources, etc.). The E8 Board makes no commitment to any supplier/service provider unless a contract has been awarded and signed by both parties.

If you choose to respond to the RFP, please submit your proposal by email to procurement@elimination8.org, on or before **January 7th 2018** referenced as follows

PROPOSAL	EMAIL & DOCUMENTS SUBJECT REFERENCE
Proposal	E8 – HR REVIEW PROPOSAL – (FIRM OR CONSULTANT NAME)

Any proposal not submitted according to the proposal structure & submission guidelines will be disqualified.
